

University of Indianapolis School of Business
MBA 632- OF1 Organizational Stewardship
Summer 09 -- Syllabus
Thursdays 5:45 p.m. to 9:15 p.m.
Esch Hall 204

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Texts:

Finding Your True North: A Personal Guide by Bill George, Andrew McLean, Nick Craig
Publisher: Jossey-Bass
ISBN-10: 0470261366
ISBN-13: 978-0470261361

Thin Book of Appreciative Inquiry (2nd edition) by Sue Annis Hammond
Publisher: Thin Book Publishing Company; 2nd edition
ISBN-10: 0966537319
ISBN-13: 978-0966537314

Reframing Organizations: Artistry, Choice and Leadership by Lee G. Bolman , Terrence E. Deal
Publisher: Jossey-Bass; **4th edition**
ISBN-10: 0787987999
ISBN-13: 978-0787987992

(note: this is a new edition to what has been used)

The Case for Servant Leadership by Dr. Kent M. Keith
order this through the Greenleaf Center for Servant Leadership
770 Pawtucket Drive
Westfield, IN, 46074
Phone: (317) 669-8050
www.greenleaf.org

Purpose:

This syllabus provides an overview of the course purpose and plan. The focus is on discovery, reflection, and application of the principles and complexities involved in managing and leading organizations.

Course Objectives:

In this course, students will:

- Explore the many facets that enable and hinder organizational effectiveness.
- Become more skilled at analyzing and understanding the many dynamics involved in managing and leading organizations.
- Reflect on the application of course content to their own organizational challenges/opportunities.
- Think (and act) like an organizational steward.

Course Requirements:

Reading: It is expected that each student will have read the assigned material prior to each class session. Please refer to the class outline (***please note that the outline may change throughout the semester***). Class meetings may sometimes involve experiential learning activities.

Class Discussion and Participation: Each student will be responsible for sharing questions and insights with other class members. Each student will also be responsible for **leading** the discussion at some point during the semester (see below). Each class member will be evaluated on the quantity and quality of their participation. Attendance will also be taken into account.

Students are encouraged to bring and share items related to assigned readings and discussion topics.

Grading:

| | |
|---|-----|
| <i>Paper 1</i> | 5% |
| <i>True North Workbook</i> | 10% |
| <i>Paper 2</i> | 25% |
| <i>Group Project</i> | 15% |
| <i>Final Paper</i> | 30% |
| <i>Class Discussion & Participation</i> | 15% |

Grading Scale:

| | |
|----|-------------|
| A | = 95%-100% |
| A- | = 90%-94.9% |
| B+ | = 85%-89.9% |
| B | = 80%-84.9% |
| B- | = 75%-79.9% |

Course Schedule and Tentative Outline:

| Date | Day | Topics/Readings | Discussion Leader(s) |
|-------------|------------|--|-----------------------------|
| May 14 | Thurs | Introductions. Course overview. Paper 1 due via Blackboard | Jeff |
| May 21 | Thurs | Bolman/Deal: Chapters 1-5 (be ready to discuss) George: Intro & Chapters 1 & 2 (read and complete prior to class) | Altman and Cranny |
| May 28 | Thurs | Bolman/Deal: Chapters 6-10 (be ready to discuss) George: Chapters 3-5 (read and complete prior to class) | |

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|---------|-------|--|--------------|
| June 4 | Thurs | Out of Class assignment – view the Good to Great video. Link can be found on the class wiki. Please discuss your reactions to the video on the wiki’s discussion page. http://mba632.pbworks.com | XXXXXXXXXX |
| June 11 | Thurs | Class Cancelled Work on George: Chapters 6-9 | XXXXXXXXXXXX |
| June 18 | Thurs | Bolman/Deal: Chapters 12-16 Be prepared to discuss in small groups your work in the George book to this point. | |
| June 25 | Thurs | Thin Book: All Paper #2 Due June 27 at Midnight via Blackboard | |
| July 2 | Thurs | Bolman/Deal: Chapters 17-20 Work on George: Chapters 10-12 | |
| July 9 | Thurs | Keith: All | |
| July 16 | Thurs | Topic: TBA | |
| July 23 | Thurs | Team Project Presentations | |
| July 30 | Thurs | Team Project Presentations | |
| | | Final Paper Due August 1 at midnight via Blackboard | |

Paper Format Requirements

All papers submitted should be, 12-point font, 1” margins left and right, and top and bottom. Papers **MUST** be submitted electronically via Blackboard.

Paper 1

This paper should focus on your definition of organizational stewardship, today (start of the semester). Use no references. Write from your perspective and experiences what the concept of Organizational Stewardship means to you. Be sure to backup and illustrate your points with examples of where you’ve seen “good” stewardship, and examples of “poor” stewardship.

Leading Class Discussion

Each person will have the opportunity to lead the discussion around a portion of each week’s reading. This will require extra preparation for that particular class session. The method in how you choose to lead the discussion is limited only by your creativity. Each week, more than one student will have this role. Once the various week’s assignments are made, it will be up to you to decide how that particular week will be handled (i.e. dividing it out, or coordinated as a team).

Students are encouraged to bring and share items related to assigned readings and discussion topics. Participation points will be awarded based on attendance and contributions to class discussion.

Paper 2

This paper should focus on what you have learned in the first half of class. What assumptions about running an organization have been tested/confirmed? What new questions come to mind? Are there additional topics that you've thought would be good to add to this class?

Team Project

You will each be part of an "organizational development learning group". The end products for your team will be a class presentation 45-60 minutes in length and a short paper detailing the work of your group. This assignment will involve the reading of one additional book by each group member. Additional details for this assignment will be presented during class.

Final Paper

Because much of the material covered this semester will focus on structural topics and how organizations are "put together", there will be a final assignment that is designed to tie together the various topics covered during the course. This will be your chance to synthesize all the material covered during the semester. As we proceed into the semester, more details will be provided.

Class participation and attendance

This class is structured for engagement. What that means is much of the learning will take place in the many conversations we have throughout the semester. Because of this, attendance and your participation is essential. Now, having said that, I also realize that we all are professionals and have many things going in our lives. If you must miss a class session I ask two things: 1) please let me know (e-mail or phone will be fine); 2) you will assume responsibility for working with another class member to get any notes or handouts from the class.

One final word

Since I am an adjunct faculty member, I don't have regular office hours. I do however want to be available to answer any questions that you have. E-mail always works well. For conversations that may be more involved, feel free to call or use MSN Instant Messenger. I can be found on it at: jpmx4@hotmail.com. I also use Yahoo Instant Messenger and can be found there with this id: [jpmiller61](#). I am also on Skype: [jeffmiller79](#).